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ABSTRACT

Prompted by the fact that personal sales is an area of human communication that has received little attention from communication scholars, this paper integrates previous sales research relevant to communication inquiry into a foundation for future research. The first section of the paper discusses the importance of personal sales, while the second presents a critical review of the sales literature. The third section presents a model incorporating previous research and tests it by an analysis of the persuasive strategies employed by salespeople. The results suggest that the use of particular persuasive strategies by salespeople have implications broader than the sale-no-sale dimension. (Author/HOD)

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An Investigation of the Evocation of Persuasive Strategies in Personal Sales

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ABSTRACT

Personal sales is an area of human communication which, surprisingly, has received little attention from communication scholars. Past investigative efforts have been conducted almost exclusively by researchers in the marketing field, primarily due to their concern with personal sales as a part of promotion. As a result, the literature covering research concerned with communication in sales is sparse and fairly recent. This paper is an effort to integrate previous sales research relevant to communication inquiry into a meaningful foundation for future research. The paper has three sections. First, the importance of personal sales is discussed. Second, a critical review of the sales literature is presented. Finally, a model incorporating previous research is presented and tested by an analysis of the persuasive strategies employed by salespeople. The results suggest that the use of particular persuasive strategies by salespeople have implications broader than the sale-no sale dimension.

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Paper presented to the Central States Speech Association Convention, Indianapolis, Indiana, April, 1985.

AN INVESTIGATION OF THE EVOCATION OF PERSUASIVE STRATEGIES IN PERSONAL SALES

While communicative phenomena in organizations has been the subject of much research in the communication field, the area of personal sales has been largely ignored by organizational scholars. This is surprising given the interest in such traditional areas as persuasion and dyadic relationships. Past investigative efforts have been conducted primarily by marketing scholars concerned with sales as a promotional tool. As a result, little attention has focused upon personal sales as a communication activity, leaving students of sales with a spartan body of scientific literature concerning buyer-seller interactions. This paper is an attempt to begin filling the void of sales research in the communication literature. Initially, the potential importance of sales research for communication scholars is discussed. This is followed by a critical examination of the sales literature with a proposed model advanced and tested by an examination of the implications of persuasive strategies evoked by salespeople.

Importance of Personal Sales

Scholars concerned with human communication should find the study of personal sales of interest for a variety of reasons. First, anyone interested in the communication which occurs in commercial organizations should explore the sales area because of its powerful impact upon the entire organization. Without sales, the organization would cease to exist; consequently, most organizations put a lot of time, effort, and money into maintaining a competent salesforce.[1] Many corporate leaders openly recognize the value of the salesforce to their operation, leading some to argue it is the most important component of their operation.[2] Given the value of the

sales personnel to the operation of a commercial organization, one would expect communication scholars to have made significant attempts to research the area. However, a review of communication journals indicates that such efforts are lacking in the communication field although, as discussed below, some interviewing texts have chapters on the persuasive or sales interview. In the future, such an important organizational area as sales should be given greater attention by communication scholars.

A second reason communication scholars should find personal sales an intriguing area of inquiry is the unique communicative context in which sales occurs. In other words, the commercial transaction, which is the entire basis for the communicative action between the customer and the sales representative, provides an overriding influence which makes sales different than other communicative contexts. Scholars in this field have a history of being interested in communicative behavior which occurs in unique contexts. The areas of legal, political, and family communication are but a few examples of this approach to research. Personal sales is a context which offers a rich set of research opportunities for the communication scholar interested in the behavior of people in commercial organizations.

On a more practical level, a third reason for research in sales is the pedagogical value of the area. Students are constantly asking professors how they may translate a communication degree into a stable career path. Personal sales offers a potentially lucrative career for those students receiving training in the use of their communication skills. While this plea has been made in the past,[3] the point to be made here is not only that communication majors should be informed of this potential

career path, but that more research in communication and sales would enhance our pedagogy in this area. Aside from the benefits that conducting research offers the individual scholar in the classroom, an increase in the exploration of communicative behavior in sales would enhance everyone's knowledge and, therefore, improve teaching practices. Sales careers, at least for the next decade, offer the typical communication major their most promising industrial opportunities. The research results which we can offer students at the present time are reviewed in the next section of the paper.

Personal Sales Research

Throughout time a great deal of attention has been given to the question: what are the communicative characteristics of a successful salesperson? The large number of writings devoted to answering this question may be categorized into three general groups of literature. The first group may be classified as the anecdotal, descriptive and prescriptive literature. While the list of such writings is too numerous to mention here (literally hundreds of books and articles), a general perusal of the personal sales books and interviewing texts in the card catalog of your library or of the Sales and Marketing Management Journal will illustrate the point (examples include Professional Selling, 2nd Edition, B. Robert Anderson, 1981; Selling: Principles and Methods, 7th Edition, Carlton A. Pederson, Milburn D. Wright and Barton A. Weitz, 1981; Communication in Interviews, Michael E. Stano and N. L. Reinsch, Jr., 1982). These writings are generally unscientific with little use of empirical research as the basis of their prescriptions for successful sales. For example, Pederson, Wright and Weitz provide the reader with complete instructions for de-

veloping and conducting the sales call, yet virtually no empirical research is provided as support for the prescriptions.

The following passage, taken from the chapter titled "Dramatizing the Sales Presentation," illustrates the point made above:

> Many sales managers have compared good salespeople to good actors. Both salespeople and actors are skillful showpeople; both have parts to play; both live their parts; both dress for their parts; and both attempt to influence an audience. Actors usually have props to help portray their parts more effectively; they practice and rehearse lines tirelessly until they feel that they have mastered every action, every tone or inflection of the voice; they strive for perfection. Successful salespeople likewise use props; they attempt to master their parts; they dress appropriately; and they strive to do a better job each time they deliver a sales presentation. Both salespeople and actors are constantly striving to add a personal touch to their parts which will make them different and more successful in their chosen fields of endeavor.[4]

Another example, from Stano and Reinsch tells the reader that:

> Generally we would recommend that interviewers adopt an interviewee-centered approach. Partially this recommendation is a reflection of our interest in the sales interview (rather than the sales speech), since interviewing skills are more important to the interviewee-centered salesperson than to the interviewer-centered salesperson. The interviewee-centered salesperson seeks to elicit accurate information which can help him or her to assess interviewee needs and desires so that he or she can

> assist the interviewee; the interviewer-centered salesperson is more interested in his or her personal profits and less interested in achieving genuine understanding. But our advice is also grounded in the conviction that interviewee-centered salespersons are likely to find their lives more rewarding personally (because of their accurate perceptions that they have been of genuine service to their fellows) and, at least in the long run, as financially profitable as those of interviewer-centered salespersons. One successful salesman has written that the most important secret of salesmanship is discovering what people want and helping them to get it; this notion implies a rather high degree of interviewee-centeredness.

Prescriptions of this nature draw more from conventional wisdom than from scientific investigation, in part because an adequate research base utilizing salespeople does not yet exist. Therefore, the acceptance of these tenets of personal sales should be mixed with skepticism.

Perhaps of greater concern is that little effort has been made to develop a theoretical basis for exploring and explaining personal sales in this group of writings. Although, we will be shown below, some attempts have been made to draw upon research from other areas of the social sciences, few conceptual works have been borrowed.[5] This criticism is particularly true of the textbooks discussed above and also applies to the majority of the current texts on the market. If the field is to have more than a miscellaneous set of findings or numerous anecdotes of successful sales representatives, which has characterized the sales literature to date, then the move towards a conceptual grounding of personal sales must be made by scholars.

Behavioral characteristics of the salesperson constitutes the second general category of writing in the personal sales field.[6] This group of literature includes what are known as both the trait and action approaches to the study of personal sales. The research for a universal set of traits predicting success in sales has proven to be as unsuccessful an effort on the part of researchers as has been the case with the trait approach to leadership and management. As is the case with the leadership and management research, several scholars suggest that this is probably due to the transactional nature of the sales process and not any specific flaw in the research effort.[7] In other words, the inability of scholars to identify a universal set of traits is not due to design or methodological problems, but an inadequate conceptual and theoretical base from which researchers have operated. Spiro and Perreault concluded that "it is not surprising that the trait approach has not produced selection guidelines which are effective and generalizable across different firms and sales situations. This is to be expected when one considers that the success of the sales process is not a function of only one person; it involves interpersonal communication."[8] The interactive environment of the sales process, then, requires a conceptual approach which is beyond the limits of research which focuses solely upon the salesperson and ignores the interpersonal nature inherent in every sales transaction.

Related to the trait approach is a body of research which is focused upon the sales representative's behavior action known as the stimulus-response theory of selling or more commonly as the action approach.[9] The search for a set of answers which concentrate on the sales representative's actions has proven to be as unsatisfactory as the pursuit of the

common traits of a successful salesperson. This approach assumes that if a salesperson follows a formula derived from stimulus-response theory that the sale will be forthcoming, provided that the appropriate stimulus is given to the customer.[10] The lack of success in discovering a universally workable formula that sales people may use is a result of the same conceptual flaw found in trait-research--the complete focus upon the sales representative. Webster captures the essence of this problem when he states that:

> The so-called "stimulus-response theory" of selling saw the salesman as being able to elicit the desired responses if he could provide the right stimuli, and treated the prospect in the mechanistic term. Like the "salesman's approach," the "salesman's action" approach credited the salesman with virtually complete responsibility for the outcome of the call.[11]

Just as Spiro and Perreault found it "not surprising" that the trait approach is a failure because it is based solely upon the salesperson, one should not be surprised that the action approach, also based exclusively upon the salesperson, has failed as well. A conceptual framework which does not deal with the customer as a part of the process misses a key element of the communication process, two people.

Attempting to remedy the above conceptual flaw, a third group of research developed by scholars began to examine the interpersonal aspect of the sales process. Evans is the person primarily responsible for creating interest in viewing personal sales not as anecdotal or based upon the sales representative's behavioral characteristics, but as an interaction dyad between the salesperson and the customer. In his article,

Evans argues that the analysis should not be the salesperson, but rather the dyad. In other words, Evans believes the pair as a unit rather than the individual sales representative is the essence of the personal sales situation.[12] This is the basis of the third category of literature which attempts to take a more process-oriented view of personal sales than the first two categories. Research in this category has been sparse, yet conceptually this type of research is more in line with the transactional view of communication and appears to have greater heuristic value than previous strains of research.

Davis and Silk provide a lengthy and in-depth review of the studies conducted with both the salesperson and the customer taken into account. They indicated that Evans, Gradel and Tosi all utilize interpersonal attraction as the focus of their study.[13] As would be expected, all found that when homophily exists between the sales representative and the prospect, that a sale is more likely to occur. Given these results, Davis and Silk conclude that sales managers should send sales personnel to prospective clients more homophilous with each other. To do so, as many sales managers know, is not usually possible. Sales representatives are generally charged with the operation of a territory and the shifting of personnel to match customer knowledge, which is often the case, a manager has no a priori method of determining if homophily exists between the sales representative and the prospect until after contact is made, thus limiting the value of the research findings.

Aside from the lack of practicality, the above research, while headed in the appropriate direction, still does not provide a conceptual framework from which the transactional nature of sales may be studied. Inter-

personal attraction, at best, is one small aspect of the sales process; and, therefore, the research in this area is of limited value. If research is to provide greater insight into the communication involved in personal sales, a conceptual framework must be employed.

Recognizing the above problem in sales research, Spiro, Perreault and Reynolds offer a model they label "an integrative conceptual framework or 'model'....which, among other purposes serves to analyze 'the salesman-customer relationship' as a process (Figure 1)."[14] While communication scholars have long recognized the process nature of communicative activity,[15] this is the first attempt to provide a process focus to all research examining the interaction in personal sales. The model explicitly recognizes that both the buyer and the sales representatives "may be thought of as a focal person and each is influenced by personal characteristics and role requirements."[16]

In sum, the intended value of the model is two-fold. First, it allows the miscellaneous set of findings, which have characterized sales interaction research up to this point, to be placed into a meaningful framework. For example, the interpersonal research may be placed within the needs and expectations component of the model, allowing a comparison of these results with those in other areas of the model such as role requirements or the negotiation aspect of sales. Thus, future research may be evaluated based upon its relationship with other findings to create an integrated set of results in the sales literature. Scholars will be able to conduct research in areas previously unexplored which are identified by the model. In addition, research may be compared and contrasted, creating new directions for future research.

Perhaps more importantly, the second value of the model is the recognition it offers the process nature of personal sales. While methodological problems inherent in any attempt to analyze the process of human relations exist, efforts on the part of scholars to understand personal sales should at least address the issue. Even when pursuing theories of a "limited domain," scholars must incorporate those general principles, such as the process view of interaction, which appear to have impact in all areas of human relations. Therefore, with the explicit recognition that sales, like all other areas of human communication, is process oriented, future research has a greater potential for describing, explaining, and predicting sales activities than the research in the anecdotal and behavioral actions and traits approaches of the past.

While the above model offers conceptual advancement in sales research, one must not assume the model itself is an accurate depiction of the communication process in sales. Berlo provides an excellent review of the process problem in communication research, indicating the problems associated with attempts to capture the process concept in any model.[17] By its static nature, any pictorial model of human interaction denies the essence of process; furthermore, it is not sufficiently developed as a guiding framework for future sales communication research. While the model creates awareness of the process nature of sales, it offers little specific direction or focus concerning communication related variables. To remedy this problem and to further advance the conceptualization of sales as a communication process, a new model with greater attention given to relevant communication variables is presented below.

Sales Communication Model

The model presented here (see Figure 2) is not meant to serve as an endpoint in conceptual development but rather as one step in the clarification of the personal sales process. Discussion and research related to this model should further define and develop our understanding of sales communication in all settings. Despite the time bound limitations, the present model suggests a rich variety of research directions for communication scholars interested in sales research.

General Comments--The design of the model is meant to suggest that both the buyer and seller are constrained not only by their own organizational and situational factors, but by the other's as well. For example, the experience and training of the buyer will not only affect the buyer's own behavior but that of the seller's as well. Such a case might cause the seller to be more helpful or more self serving, depending upon other variables. Furthermore, the model design suggests that the variables in each successive layer primarily exert influence upon the variables either equal or inward. Which industry a seller or buyer works in, for example, will affect other environmental, organizational, situational or dialogue characteristics but the company parameters will not exert as much influence outward on environmental characteristics such as the general economic state. Perhaps more to the point, the economy will affect the sales agent and the buyer much more than either will affect the economy.

Environmental Characteristics--These are general variables which probably affect any given sales transaction not only in terms of sales

dialogue but situational and organizational variables as well. The example above illustrates the relationship.

Organizational/Role Characteristics--These are variables that may affect a sales transaction which arise from the specific organization or role requirements of each person involved. To illustrate, a sales representative's high quota may lead her/him to exert greater verbal pressure on the buyer than might result from a low quota.

Situation Characteristics--A large number of variables exist which may affect dialogue in any situation. Some related to selling and buying are provided in the model.

This model provides a conceptual improvement over the Spiro, Perreault and Reynolds model in two ways. First, it broadens the focus of study from the impact of role requirements and personality effects upon the sales process to include a wider range of situation variables which may impact upon sales communication, thus positing a more transactional theory base. For example, the relationship between sales dialogue and general economic conditions, while an important consideration in the new model, is not addressed in the Spiro et al. model. Given the growing body of research confirming the effects of a wide range of situation variables upon compliance gaining strategy use, a communication model appears to offer a more heuristic frame for sales research than the model advanced by Spiro, Perreault and Reynolds.

Secondly, although Spiro et al. create greater awareness of the idea of sales as a process, the model suggests that sales has both a starting and stopping point and communication scholars have long considered punctuating the sequence of events a nonprocess concept. Furthermore, by not placing sales

in a broader context, the model suggests that sales occur isolated from other phenomena, again a nonprocess notion abandoned by communication scholars years ago. Admittedly, their model does incorporate each person's previous sales experiences, however, the experience "lines" in the model indicate that each person's experience affects only themselves and not others, again violating a process view of communication. Thus the model does not reflect the process view of sales that the authors set out to explicate in their paper.

Because sales as a communication process has not been the focus of study up to this point in time, research is needed to further develop our understanding of the variable relationships in the model. Such research efforts should enable scholars to develop a more sophisticated frame for explaining sales communication. Towards this end, the following study will explore the nature and implications of salesperson's compliance gaining strategy use in the sales communication context.

Study

Perhaps one of the most interesting aspects of sales communication is the choice and use of persuasive strategies (also known as compliance gaining or influence strategies) by sales representatives. While the use of persuasive strategies in sales has been the focus of much previous research, most of these efforts have been by marketing scholars concerned almost exclusively with the effectiveness of the strategies in creating sales. As Weitz indicates: "Past research efforts have attempted to uncover universal characteristics or behaviors that enable salespeople to perform successfully across a wide range of situations. Interactions between sales behaviors and aspects of the sales situation have not been considered."[18] Yet, as discussed

earlier, the interaction of these variables plays a critical role in the conduct of personal sales. To further develop our knowledge in this area the present study is concerned not so much with the potential effectiveness of persuasive strategies as with the development of a greater understanding of the strategies that salespeople both use and do not use in their construction of the sales situation itself. Toward this end the following survey was conducted.

Sample and Procedure

Subjects for this study were 204 salespeople, representing 90 businesses, including 70 from the automobile industry (28 dealers), 59 from the insurance industry (39 agencies), and 75 from the real estate industry (23 agencies). Data was collected over a six-week period in cities which range in size from under 2,000 to over 500,000 people.

The sample includes 56 females (10 from insurance; 46 from real estate) and 148 males (70 from the automobile industry, 49 from insurance and 29 from real estate). A wide range of ages are represented, with 15% of the sample under 30, 29% from 30-39, 31% from 40-49, 21% from 50-59 and 6% from age 60 and over. In addition, all levels of education are represented, from people with only a partial high school education to those with graduate degrees. Sales training and experience levels are also broad based with 20% of the sample having had no formal sales training and a range of experience levels from just hired to those with over ten years in the sales profession.

To secure a response from subjects the researcher entered each business and contacted someone from the sales staff and requested permission to have all the salespeople on duty respond to the study questionnaire. Each subject was given the questionnaire which required them to respond to several demographic items and then instructed them to recall their most recent initial customer contact which has lasted at least fifteen minutes. Following this,

the subjects responded on a seven-point Likert-type scale ranging from definitely did use to definitely did not use for each compliance gaining strategy.

Operational Definition

Compliance Gaining Strategies--

This variable was measured via a 27-item instrument with each item containing a strategy, definition and a seven-point Likert-type scale ranging from definitely did use to definitely did not use. The scale is an adaptation of Marwell and Schmitt's[18] scale with eleven additional items derived from the Falbo[19] scale. See Figure 3.

Statistical Analysis

Because the focus of study is upon strategy use rates, the data is summarized as a percentage of usage (see Figure 4). Use versus nonuse is computed based upon the assumption that "1" and "2" responses on the Likert type scale for each strategy, which represent the "definitely did not use" end of the continuum, mean that the sales agent probably did not employ the strategy. The "total use" percentage is a combination of the "definitely did use" responses (6 and 7 on the scale) and the "some use responses" (3, 4 and 5 on the scale).

Discussion

The purpose of the present study is to determine which strategies salespeople employ and to explore the implications of their persuasive strategy choices beyond sales effectiveness. An analysis of the use percentages in Figure 4 allows the following conclusions concerning sales interactions to be drawn:

1. Every strategy is used by some salespeople at some time.
2. Salespeople are likely to use multiple strategies in most of their sales interactions.
3. Virtually all salespeople use the liking strategy in their sales transactions.
4. Persistence on the part of salespeople is a normal occurrence.
5. In roughly six out of ten sales transactions the salesperson does not compromise.
6. Only ten strategies are used over 50% of the time.
7. Deceit on the part of the salesperson is part of one out of every eight sales interactions.
8. Threats by salespeople occur in one out of every eight sales interactions.

While the above list is far from exhaustive, several important inferences may be drawn from the above observations, as will be explicated below.

It is no secret that most people possess a negative stereotype of salespeople. As Churchill, Ford and Walker note, "Many people have unflattering attitudes toward selling jobs and the people who do them for a living. The words selling and salesperson tend to conjure up images of lonely losers who spend most of their lives on the road, like Willy Loman in Death of a Salesman; or of fast-talking smoothies who "bang beat bell ringin' big haul, neck or nothin rip-roarin', every-time-a-bull's-eye salesman" of The Music Man ."[21] Interestingly enough, despite the negative stereotypes, Churchill, Ford and Walker go on to point out that research indicates that most salespeople like their jobs and find the work satisfying. However, even though salespeople seemingly do not fit the stereotype, the data in this study suggests that it is their use of persuasive strategies which create the stereotype.

Most people create their stereotypical views based, in part, upon their aggregate experiences with the stereotyped person or object class. As indicated above, salespeople routinely employ persuasive strategies which contribute to the stereotypes people hold concerning sales and salespeople. The feeling people get that sales agents are always friendly in a false way is explained, at least to some degree, by the ubiquitous use of the liking strategy. After all, their friendliness, in some respects, is false because the rationale for using the liking strategy is not to be genuine friends, but to gain a sale. If the former were true and not the latter, the customer would see the sales representative socially after the sale. This is not the general result of most sales interactions.

Another example rests with the common belief that salespeople will do "anything" to make a sale. While this may or may not be true of any one salesperson, it appears to be true when sales representatives' use of strategies is considered from a macroperspective. Every strategy is used at least occasionally and people are probably exposed to a salesperson using each strategy at some point in time. Thus people develop a group of experiences which lead them to believe that salespeople will always "do what it takes." This is further reinforced by the use of either deceit or threats in one out of eight transactions surveyed. Given the number of salespeople that most individuals have contact with in the course of even a few months, it is not surprising that sales personnel are considered dishonest or obnoxious and, therefore, concerned with making a sale above all else.

The above discussion illustrates how salespeople's use of persuasive strategies develop and reinforce the public's stereotypes of sales and the selling profession. This process impacts upon the sales communication

environment in several important ways. First, as Churchill, Ford and Walker point out, "One critical problem caused by this negative image is that talented college graduates are reluctant to consider selling--and even sales management--as possible careers."[22] In other words, the choice of strategies by salespeople ultimately has an impact upon who enters the profession in the first place by contributing to the image of the profession. The corollary consideration is the inestimable impact upon the sales environment of the decisions made by talented individuals not to go into sales because of the stereotype of the profession.

Aside from the direct impact upon those who might become salespeople, the stereotype of sales professionals influences buyers before they ever deal with a given salesperson as well. As Miller and Steinberg note, "We enter communication situations prepared to assign others' behavior to previsously formulated categories; we have developed considerable skill in this process and can perform the activities involved fairly spontaneously. It is far easier to plug the behaviors of others into existing categories than to try to discern how their behaviors depart from those of persons with whom we have prior experience."[23] Thus, a buyer's attitude toward and reaction to a salesperson is formed by an aggregation of previous experiences even though the salesperson may not resemble the customer's stereotype of salespeople. The ramifications of this process for sales interactions are beyond the explanatory power of the present data, but are quite probably of great consequence and deserve further exploration in the future.

Summary

When a salesperson makes the choice to evoke a given persuasive strategy or set of strategies the effects are much greater than a sale or no sale result. This is illustrated best when a sales communication model is utilized

as the framework for analysis. The present study provides evidence to support this notion by examining the relationship between strategy choice, sales career considerations and buyer behavior. While concern for the effectiveness of persuasive strategies in producing sales should not be discounted, neither should the other impacts of the evocation of persuasive strategies in personal sales.

Figure 1

SPIRO, PERREAULT AND REYNOLDS MODEL

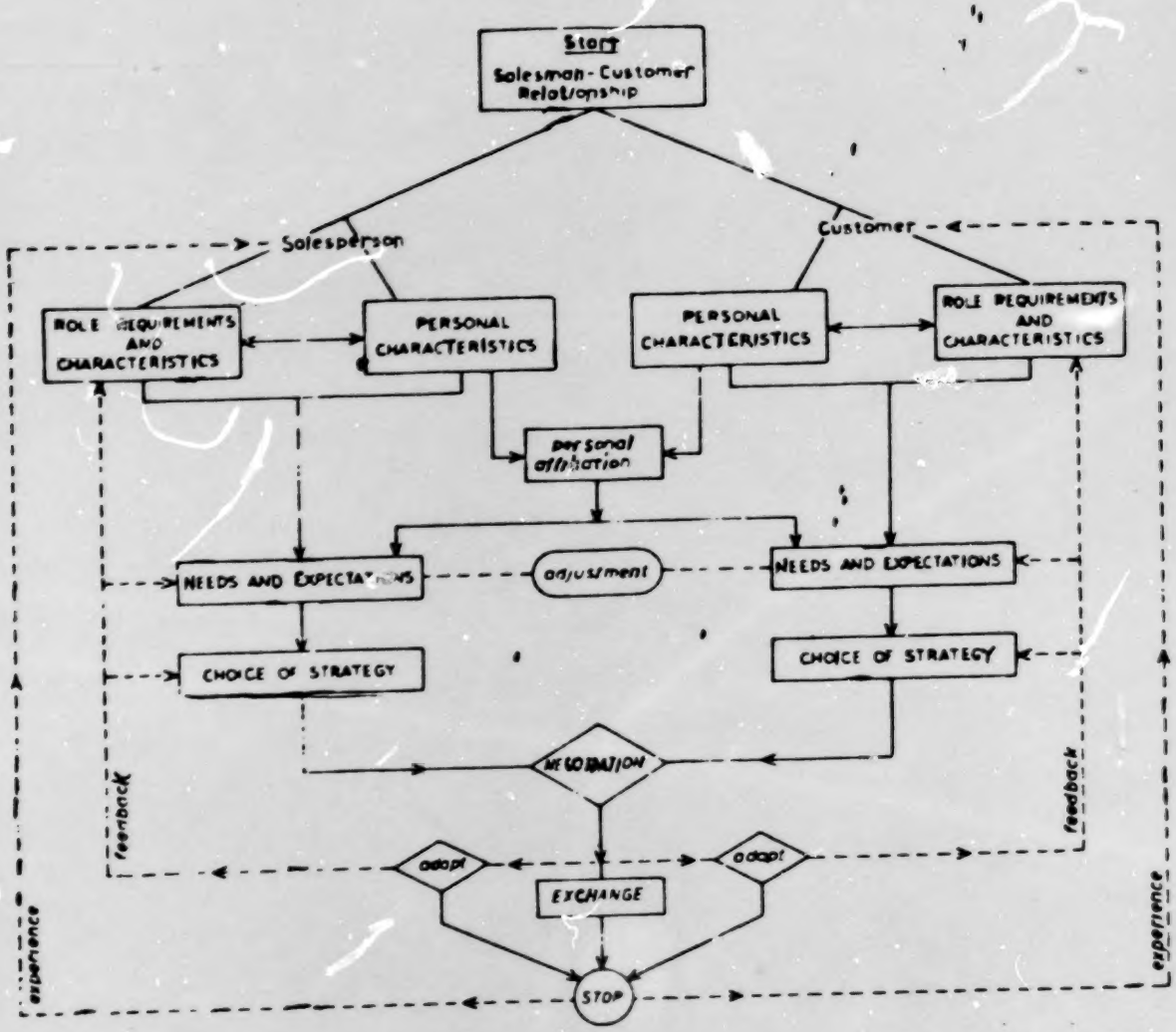

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Figure 2

SALES COMMUNICATION MODEL

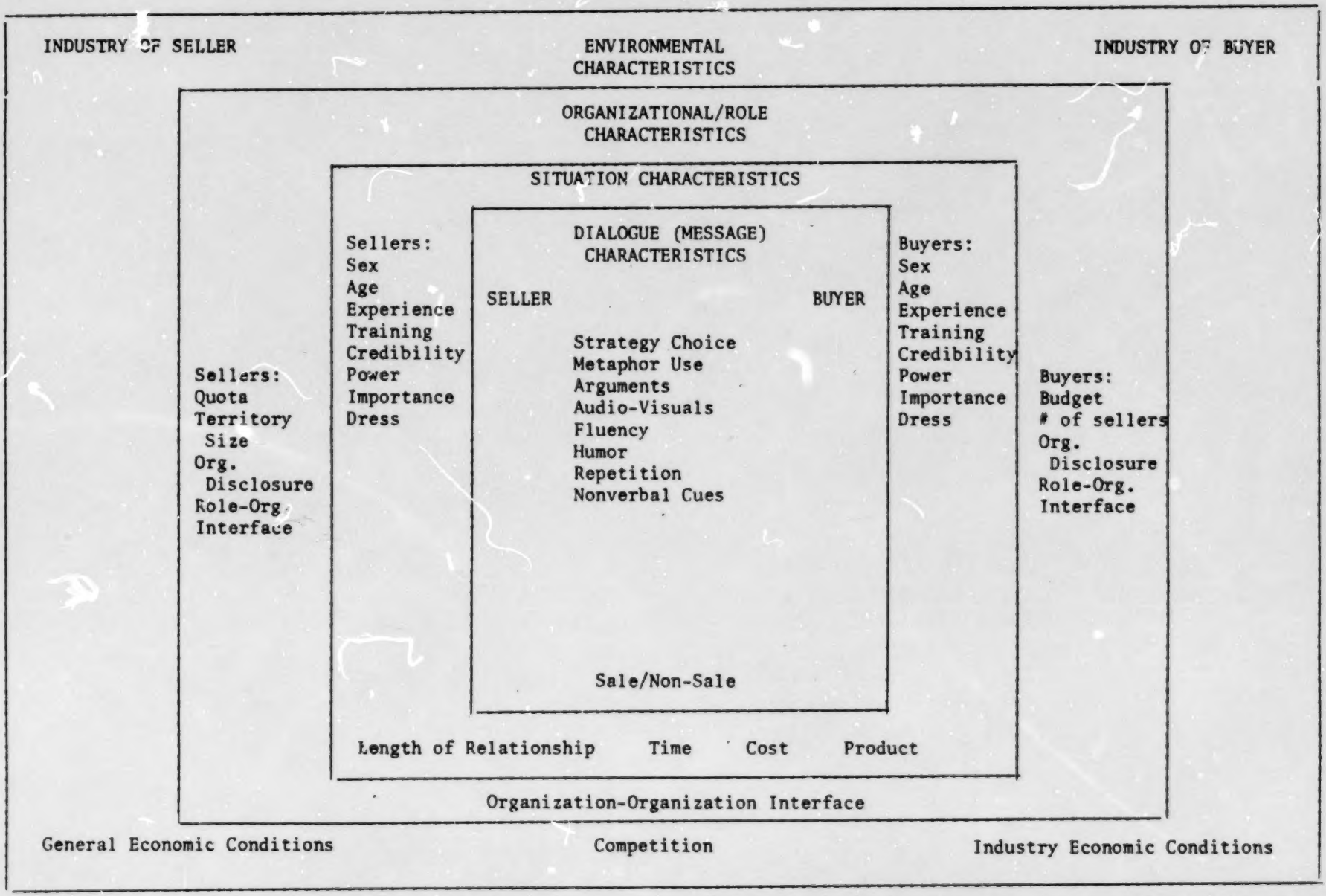

Figure 3
Compliance Gaining Strategies

1. Promise - (Definition: You offered to reward the customer for buying your product/service.)

2. Threat - (Definition: You threatened the customer with negative consequences if he/she did not buy the product/service.)

3. Positive Expertise - (Definition: You told the customer that your expertise about the product/service allows you to assure him/her that he/she would benefit by purchasing the product/service.)

4. Negative Expertise - (Definition: You told the customer that your expertise about the product/service allows you to assure him/her that he/she would suffer negative consequences by not purchasing the product/service.)

5. Liking - (Definition: You acted friendly and helpful to get the customer in a "good frame of mind" so that he/she would buy your product/service.)

6. Pre-Giving - (Definition: You somehow rewarded the customer before you tried to sell him/her your product/service.)

7. Aversive Stimulation - (Definition: You somehow punished the customer and made it clear that the punishment would cease if and only if he/she bought your product/service.)

8. Debt - (Definition:- You told the customer that he/she should buy your product/service because of past favors you have done for him/her.)

9. Moral Appeal - (Definition: You suggested to the customer that it would be immoral not to purchase your product/service.)

10. Positive Self-Feeling - (Definition: You told the customer that he/she would feel better about him/herself if he/she bought your product/service.)

11. Negative Self-Feeling - (Definition: You told the customer that he/she would feel worse about him/herself if he/she did not buy the product/service.)

12. Positive Altercasting - (Definition: You pointed out that a person with good qualities would buy your product/service.)

13. Negative Altercasting - (Definition: You pointed out that only a person with bad qualities would refuse to buy your product/service.)

14. Altruism - (Definition: You stressed how badly you needed for the customer to purchase your product/service.)

15. Positive Esteem - (Definition: You pointed out that people would think better of the customer if he/she bought your product/service.)

16. Negative Esteem - (Definition: You pointed out that people would think badly of the customer if he/she refused to buy your product/service.)

17. Compromise - (Definition: You told the customer that you would be willing to give a little if he/she would give a little in order to sell your product/service.)

18. Deceit - (Definition: You used flattery or lies in your attempts to sell your product/service to the customer.)

19. Emotion-agent - (Definition: You used your facial expressions in your attempts to sell your product/service.)

20. Emotion-target - (Definition: You tried to influence the emotions of the customer to help you sell your product/service.)

21. Hinting - (Definition: You used indirect attempts to get the customer to buy your product/service.)

22. Persistence - (Definition: You continued to repeat your attempts to sell your product/service throughout your conversation with the customer.)

23. Reason - (Definition: You used rational argument to sell your product/service.)

24. Simple Statement - (Definition: You used matter-of-fact statements without supporting evidence or threats to sell your product/service.)

25. Thought Manipulation - (Definition: You tried to make the customer think that your ideas were his/her ideas.)

26. Evasion - (Definition: You tried to hide the strategies you used from the customer.)

27. Fait accompli - (Definition: You were determined to sell your product/service, regardless of what the customer said.)

Figure 4

Strategy	% Total Use	% Definite Use	% Some Use	% Definite Nonuse
1. Liking	92.2	76.7	15.5	7.8
2. Positive Expertise	87.7	58.4	29.3	12.3
3. Reason	86.3	63.7	22.6	13.7
4. Persistence	78.4	47.1	31.3	21.6
5. Emotion Agent	69.6	31.3	38.3	30.4
6. Emotion Target	66.2	32.4	33.8	33.8
7. Hinting	65.2	33.3	31.9	34.8
8. Thought Manipulation	63.2	31.4	31.8	36.8
9. Simple Statement	61.7	32.8	28.9	38.3
10. Positive Self Feeling	56.9	22.5	34.4	43.1
11. Positive Altercasting	45.1	16.2	28.9	54.9
12. Evasion	43.1	13.7	29.2	56.9
13. Compromise	41.2	22.1	19.1	58.3
14. Fait Accompli	41.2	19.1	22.1	58.8
15. Promise	36.3	18.1	18.2	63.7
16. Positive Esteem	30.9	9.8	21.1	69.1
17. Pre -Giving	30.9	14.2	16.7	69.1
18. Negative Expertise	19.6	4.4	15.2	80.4
19. Negative Self Feeling	17.2	4.4	12.8	82.8
20. Altruism	14.7	4.9	9.8	85.3
21. Deceit	12.7	3.4	9.3	87.3
22. Threat	12.7	4.9	7.8	87.3
23. Debt	6.9	2.5	4.4	93.1
24. Negative Altercasting	5.4	2.5	2.9	94.6
25. Aversive Stimulation	4.4	2.5	1.9	95.6
26. Negative Esteem	3.9	1.0	2.9	96.1
27. Moral Appeal	3.4	2.0	1.4	96.6

FOOTNOTES

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